

State of California

**Department of Consumer Affairs  
California State Board of Barbering and Cosmetology**

*"To ensure the health and safety of California Consumers by promoting ethical standards and by enforcing the laws of the beauty industry"*

**STRATEGIC PLAN  
2006**



Arnold Schwarzenegger, Governor  
State of California

Rosario Marin, Secretary  
State and Consumer Services Agency

Charlene Zettel, Director  
Department of Consumer Affairs

## **Board Members and Functions**

Jerry R. Tyler, President, Professional Member

Richard Hedges, Vice President, Public Member

Dr. Della M. Condon, Professional Member

Marlene Gadinis, Professional Member

Joe Gonzalez, Professional Member

Bonnie G. LaChappa, Public Member

Frank Lloyd, Public Member

Angela Reddock, Public Member

Jerri Ann Walters, Public Member

Kristy Underwood, Executive Officer

Denise Johnson, Assistant Executive Officer

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# **CALIFORNIA STATE BOARD OF BARBERING AND COSMETOLOGY**

## **VISION STATEMENT**

California will set and enforce the highest level of health and safety standards and provide an environment where consumers will obtain barbering and cosmetology services with the confidence and security that their health and safety will be protected.

## **MISSION STATEMENT**

To ensure the health and safety of California consumers by promoting ethical standards and by enforcing the laws of the beauty industry.

## **SHARED VALUES/CORE PRINCIPLES**

The Board of Barbering and Cosmetology will exhibit:

- Vision
- Integrity
- Flexibility
- Commitment
- Loyalty to its mission
- Relevance to important issues
- Compassion and
- Open mindedness

These values will be exhibited when considering all matters before the Board affecting the consumers of California and the profession of barbering and cosmetology.

## **About the California State Board of Barbering and Cosmetology**

In 1927, the Board of Barber Examiners and the Board of Cosmetology was established. The Board of Barber Examiners governed the barbering profession, and the Board of Cosmetology governed the cosmetology profession. The Board of Barber Examiners consisted of 5 members, 2 of which were public members. The Board of Cosmetology consisted of 7 members, 2 of which were public members.

Throughout the years there were minor changes to the laws of each profession. For example, the requirement of apprenticeship prior to master barber licensing for barbers and revision to the cosmetology laws to include a separate manicurist license, electrology license, and esthetician license. In 1939, the manicurist license and the electrology license were added, and in 1978, the cosmetician (esthetician) license was added.

In 1992, the Board of Barber Examiners and the Board of Cosmetology were merged to create the Board of Barbering and Cosmetology. Chapter 10, Division 3 of the Business and Professions Code (known and cited as the Barbering and Cosmetology Act) was enacted by AB 3008 (Eastin, Chapter 1672, Statutes of 1990) and became effective July 1, 1992. In July 1997, the Board of Barbering and Cosmetology was eliminated by the California Legislature and the duties, powers, and functions of the Board were transferred directly to the Department of Consumer Affairs and were administered by the Bureau of Barbering and Cosmetology. On January 1, 2003, SB 1482 (Polanco), Chapter 1148, Statutes of 2002, reinstated the Board of Barbering and Cosmetology (BBC).

Today, the Board consists of nine members, seven are appointed by the Governor, one by the Senate Pro Tem, and one by the Assembly Speaker. Of the nine appointments, four members are licensees and five are public members. The Board appoints the Executive Officer. The Executive Officer oversees a staff of 85. The major areas of responsibility in the daily operations of the Board are testing and licensing applicants as cosmetologists, manicurists, estheticians, electrologists and barbers as well as inspecting salons for health and safety violations; and investigating consumer complaints.

## **METHODOLOGY**

In developing its strategic plan, the Board relied upon the full participation of its staff, its Board members and its stakeholders. The Board identified strategic issues to be addressed during the July 2006, meeting. Additionally, the Board developed a new mission and vision statement, shared values and refocused the objectives of its committees into an outcome-oriented strategic plan, with refined objectives and tasks.

At the July 2006, Board meeting, as part of the annual strategic plan update, the Board prioritized goals and modified the plan's objectives and tasks.

Board staff, Board members and stakeholders have provided valuable input to produce this strategic plan. The participation of each group has provided important information necessary for a dynamic strategic plan, capable of guiding the Board in fulfilling its mission for several years.

## **SUMMARY OF GOALS**

### **Goal One**

Increase the Board's enforcement activity to ensure safety of consumers.

### **Goal Two**

Enhance the Board's Inspection unit to improve effectiveness and ensure consumer safety.

### **Goal Three**

Improve the Board's licensing and examination efficiency.

### **Goal Four**

Fully educate consumers and industry on health and safety of barbering and cosmetology services.

### **Goal Five**

Establish an excellent organization through proper Board governance and effective leadership.



## Goals, Outcomes, Objectives and Measures

**Goal 1:** Increase the Board's enforcement activity to ensure the safety of consumers.

**Outcome:** Improved consumer protection.

**Objective 1.1:** Implement the recommendations by the Foot Spa Work Group Task Force by June 30, 2007.

**Measure:** Improved foot spa sanitation conditions at licensed establishments.

**Objective 1.2** Review of health and safety laws and regulations.

**Measure:** Improve the health and safety of licensed establishments.

**Tasks:**

1. Annually identify health and safety laws that need to be strengthened, changed, or deleted.
2. Propose and pursue identified changes through the legislative and/or regulatory process.
3. Actively monitor proposed legislation that will impact the health and safety of consumers in a licensed establishment.
4. Develop an educational brochure addressing health and safety regulations to distribute to all licensees upon initial licensure, renewal, and inspection.
5. Update the Board web site to reflect any changes to health and safety laws and regulations.

**Objective 1.3** Review and revise the Board's license denial criteria by July 1, 2007.

**Measure:** Completed document submitted to the Executive Officer.

**Tasks:**

1. Identify and review existing and proposed legislation that affects the Board's denial process/policy.
2. Identify and evaluate emerging licensing issues, which will affect denial criteria, process, or policy.
3. Revise current denial criteria to ensure consistency with current law and provide the highest level of consumer protection.

<b>Objective 1.4</b>	<b>Ensure fiscal allocation is sufficient to fully adjudicate all enforcement cases by July 1, 2008.</b>
<b>Measure:</b>	<b>Sufficient funds exist to complete all administrative cases referred to the Attorney General's office.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Eliminate the current backlog of cases by aggressively working with the Attorney General's (AG) office to pursue and offer settlement terms to settle the older cases.</li> <li>2. Review and revise current case procedures to ensure that only the most egregious cases are referred to the AG for administrative action.</li> <li>3. Monthly, monitor AG billing and case costs and report findings to Board management.</li> <li>4. Analyze prior fiscal years enforcement expenditures relating to the prosecution of administrative case.</li> <li>5. Determine if a budgetary increase for enforcement costs associated with prosecuting administrative cases is necessary.</li> </ol>

<b>Objective 1.5</b>	<b>Develop a system to ensure full cost recovery by December 1, 2007.</b>
<b>Measure:</b>	<b>Increased collection of cost recovery.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Evaluate current processes to identify strengths and areas for improvement including current staffing levels.</li> <li>2. Research use of other methods/options available to utilize in cost recovery efforts. Determine costs, if any involved to implement.</li> <li>3. Aggressively monitor those licensees currently required to pay cost recovery. Increase frequency of contact and send notification following first missed scheduled payment.</li> <li>4. Seek revocation of probation and/or further administrative against those licensees who fail to pay cost recovery.</li> <li>5. Seek legislation to strengthen cost recovery program.</li> </ol>

**Goal 2: Enhance the Board's Inspection unit to improve effectiveness and ensure consumer safety.**

**Outcome: Improved consumer protection.**

<b>Objectives 2.1</b>	<b>Reduce the time between an inspection request to the inspection being conducted by 25%.</b>
<b>Measure:</b>	<b>Efficient inspections.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"><li>1. Review and flowchart current processes.</li><li>2. Identify strength and weaknesses in processes.</li><li>3. Establish internal timelines.</li><li>4. Develop new procedures.</li><li>5. Train staff on new processes and procedures.</li><li>6. Monitor improved processes and alter as necessary.</li></ol>

<b>Objective 2.2</b>	<b>Evaluate staffing resources and prepare a 3-year phase to plan and acquire additional staff by July 1, 2011.</b>
<b>Measure:</b>	<b>No backlog for Inspections.</b>
<b>Tasks</b>	<ol style="list-style-type: none"><li>1. Prepare workload analysis to ensure staffing needs address workload demands.</li><li>2. Review organizational structure to address any potential weakness within the Board.</li><li>3. Develop action plan to prepare Budget Change Proposals (BCP) for future fiscal years.</li></ol>

<b>Objective 2.3</b>	<b>Determine what type of increased authority can be granted to Inspectors by 2008.</b>
<b>Measure:</b>	<b>Legally sound inspections.</b>
<b>Tasks</b>	<ol style="list-style-type: none"><li>1. Review regulations to determine current authority.</li><li>2. Survey Inspectors to gather information on specific areas that need to be address within the industry.</li><li>3. Review Inspector's bargaining unit contract and other personnel related areas to avoid any possible conflict regarding scope of work.</li><li>4. Prepare legislation to increase authority.</li><li>5. Revise Inspector duty statements to include increased authority.</li></ol>

<b>Objective 2.4</b>	<b>Determine the actual cost of inspections and promulgate regulations to collect fee for inspections by January 1, 2007.</b>
<b>Measure:</b>	<b>Improved cite and fine process.</b>
<b>Tasks</b>	<ol style="list-style-type: none"> <li>1. Prepare a cost analysis to determine the actual cost for inspection.</li> <li>2. Promulgate regulation to begin collecting fee for inspections.</li> <li>3. Assess if additional Inspection staff is needed to administer new regulations.</li> <li>4. Prepare BCP for additional staff.</li> <li>5. Notify industry of fee for inspections.</li> </ol>

**Goal 3: Improve the Boards licensing and examination efficiency.**

**Outcome: Reduction in processing times.**

<b>Objectives 3:1</b>	<b>Review the curriculum for all license types and promulgate regulations to implement any revisions by September 1, 2007.</b>
<b>Measures:</b>	<ul style="list-style-type: none"> <li>• Review Manicurist curriculum by September 2006.</li> <li>• Review Cosmetologist curriculum by November 2006.</li> <li>• Review Esthetician curriculum by January 2007.</li> <li>• Review Electrologist curriculum by March 2007.</li> <li>• Review Barber curriculum by May 2007.</li> </ul>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Recruit subject matter experts.</li> <li>2. Gather data on occupational analysis and current curriculum.</li> <li>3. Conduct workshops with subject matter experts.</li> <li>4. Prepare progress reports on workshops.</li> <li>5. Board staff will review recommendations and meet with license and examination committee members to report findings and obtain input.</li> <li>6. Propose new related regulations to Board for approval.</li> <li>7. Submit new regulations for implementation.</li> </ol>

<b>Objective 3.2</b>	<b>Implement reciprocity by January 1, 2007.</b>
<b>Measure:</b>	<b>Create a fair marketplace for out of state licensees.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Establish fee for the reciprocity application, via regulations.</li> <li>2. Develop an application with instructions.</li> <li>3. Develop application approval process and procedures and implement.</li> <li>4. Train staff on new processes and procedures.</li> <li>5. Post new application on BBC webpage.</li> </ol>

<b>Objective 3.3</b>	<b>Conduct a cost benefit analysis of the national examination (NIC) and determine if feasible for implementation in California by March 2007.</b>
<b>Measure:</b>	<b>Improved examination process.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Gather data from NIC and other states currently using the NIC.</li> <li>2. Gather data on how much the Board spent over the past 5 years with OER examination services.</li> <li>3. Determine any programming changes would be required to implement the national examination.</li> <li>4. Determine start up and examination costs per applicant and annual cost for the Board.</li> <li>5. Prepare a draft on findings and recommendations for Board staff to review.</li> <li>6. Prepare final report and present to the License and Examination Committee and obtain input.</li> <li>7. Prepare issue paper to the Board with committee's input.</li> </ol>

<b>Objective 3.4</b>	<b>Assess the validity of aggregate scoring by June 2007.</b>
<b>Measure:</b>	<b>Improved examination process.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Review the report submitted FY 2004/05.</li> <li>2. Gather additional data if needed.</li> <li>3. Prepare a draft on findings and recommendations.</li> <li>4. BBC staff review recommendations.</li> <li>5. Prepare final report and present to License and Examination Committee and obtain input.</li> <li>6. Prepare issue paper to the Board with committee's input.</li> </ol>

<b>Objective 3.5</b>	<b>Reduce processing time for each license type.</b>
<b>Measure:</b>	<b>Improved issuing of license.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Meet with licensing staff to flowchart current processes for each license type.</li> <li>2. Determine how long it takes to process each license type.</li> <li>3. Review current procedures in evaluating each license type.</li> <li>4. With staff input begin making necessary changes to reduce processing times for each license type.</li> <li>5. Create flowchart with new processes.</li> <li>6. Develop new procedures for processing each license types.</li> <li>7. Train staff on new procedures for each license type.</li> </ol>

**Goal 4: Fully educate consumers and industry on health and safety for barbering and cosmetology services.**

**Outcome: Educated consumers.**

<b>Objective 4.1</b>	<b>Develop a consumer outreach campaign.</b>
<b>Measure:</b>	<b>Number of consumer awareness forums addressed.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Develop consumer fact sheets.</li> <li>2. Establish list of consumer fairs to attend.</li> <li>3. Enhance website to provide an easy to find consumer safety link.</li> <li>4. Contact women's national magazines to partner on consumer warnings.</li> </ol>

<b>Objective 4.2</b>	<b>Develop industry outreach campaign.</b>
<b>Measure:</b>	<b>Number of industry communication venues created.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Establish a list of industry trade shows to attend.</li> <li>2. Revise fact sheets for each license category.</li> <li>3. Partner with industry trade publications to produce monthly industry tips.</li> <li>4. Develop a partnership with schools to hold question and answer sessions with students and Board representatives.</li> </ol>

<b>Objective 4.3</b>	<b>Establish a consumer health monitoring system.</b>
<b>Measure:</b>	<b>Knowledge of health issues as they arise.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Contact all county health and state departments to develop relationships.</li> <li>2. Initiate e-mail alert system with health departments to allow the Board to be immediately notified when a health concern is reported.</li> <li>3. Establish internal alert system to notify Board staff of health alert.</li> <li>4. Develop response plan for alerting consumers and industry on health alert.</li> </ol>

**Goal 5: Establish an excellent organization through proper Board governance and effective leadership.**

**Outcome: An excellent organization.**

<b>Objective 5.1</b>	<b>Meet 80% of training goals identified in IDPs by June 30, 2008</b>
<b>Measure:</b>	<b>Foster growth potential within Board staff.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Prepare IDPs for all related employees.</li> <li>2. Assess staff training needs.</li> <li>3. Develop a training plan for each employee.</li> <li>4. Increase budget line item to facilitate increase for training needs.</li> <li>5. Develop training action plan to determine cost for each employee.</li> </ol>

<b>Objective 5.2</b>	<b>Each manger attend related training courses by June 30, 2008.</b>
<b>Measure:</b>	<b>Better trained management team to support the organization.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Prepare IDPs for all managers.</li> <li>2. Assess training needs.</li> <li>3. Develop training action plan to determine cost for each manager.</li> </ol>

<b>Objective 5.3</b>	<b>Joint participation by executive staff and board members in 10 external events (non-board meeting) by June 30, 2010.</b>
<b>Measure:</b>	<b>Improved outreach and perception within industry.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Determine outreach events for current year.</li> <li>2. Develop an event calendar and send to all Board members at the beginning of each year.</li> <li>3. Survey Board members to see who would be interested in participating in external events.</li> </ol>

<b>Objective 5.4</b>	<b>Develop a legislative outreach plan for Board members.</b>
<b>Measure:</b>	<b>Improved communication and partnership with state legislators.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Develop a list of key legislators.</li> <li>2. Plan outreach event for Board members to attend capitol meetings with key legislators.</li> </ol>

<b>Objective 5.5</b>	<b>Maintain up to date and efficient Board member policies and procedures.</b>
<b>Measure:</b>	<b>Educated Board members.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Provide all Board members with current policies and procedures.</li> <li>2. Review policies and procedures on an annual basis to determine if updates are needed.</li> </ol>

<b>Objective 5.6</b>	<b>Annually identify and respond to proposed legislation.</b>
<b>Measure:</b>	<b>User friendly legislation.</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Advocate the Board's role and position regarding barbering and cosmetology services.</li> <li>2. Sponsor clean-up language to the Barber and Cosmetology Act.</li> <li>3. Sponsor legislation to ensure consumer safety.</li> <li>4. Sponsor public quarterly meetings to solicit comments on areas needing legislative changes.</li> </ol>